



Annual Report 2012—2013



MESSAGE FROM DIRECTORS

This past year, the Academy had the privilege of working with our partners to impact policy and practice in health and human services. The following pages highlight the innovative work being done in each of our program areas. A few highlights worth noting are:

- Behavioral Health Education and Training Academy (BHETA)'s Cultural Competency Academy graduated its first cohort of behavioral health professionals who completed a year-long training and practicum.
- Leaders in Action (LIA) graduates participated in training, coaching, and development sessions designed to equip them with those leadership skills deemed most relevant for health and human services agencies.
- MASTER completed the development of a Standardized Core Curriculum for Adult Protective Service (APS) workers and is in the process of developing a National APS Certification process.
- Public Child Welfare Training Academy (PCWTA) transformed its service delivery model in order to support our counties in new and expanded ways, including practice implementation, coaching, and delivering training that directly supports organizational change initiatives.
- Southern Area Consortium of Human Services (SACHS) Directors engaged in regional dialogues regarding the impact of policy and practice changes including Health Care Reform, Katie A, After 18 (AB 12), Realignment, CalWORKs Reform, and Teleworking.
- Tribal STAR engaged in national discussions focused on improving Indian Child Welfare Act compliance engaging social workers, attorneys, judges, and policy makers in this effort.

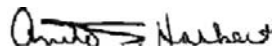
KEY PRIORITIES FOR THE FUTURE

- Incorporate technology when implementing training strategies that have the greatest possible impact and accessibility, e.g., online courses, webinars, mobile apps.
- Expand our use of coaches/field-based trainers, to reinforce practice skills and support the implementation of new practices and interventions.
- Collaborate with our health and human services partners to stay abreast of the many changes occurring at the national and state level that impact practice at the local level.
- Cultivate new partnerships to leverage additional resources needed to evolve our programs and services in ways that are in alignment with the needs of our stakeholders.

This year the Academy began piloting an innovative approach to training. *Spectrum of Learning* incorporates multiple training modalities including online modules, classroom training, coaching, and mobile apps. The combination is designed to enhance workers' knowledge, awareness, skills and ability to transfer learning to practice in the workplace. The *Spectrum of Learning* approach was piloted with a *Basic Interviewing* class designed for child welfare workers. Further piloting and evaluation will continue in the coming year with results from the pilot expected to inform the evolution of health and human services training.

We thank you for your ongoing commitment to our mission to provide quality training and organizational support to the health and human services community. We look forward to continuing this important work together in the coming years.

Sincerely,



Anita Harbert, PhD
Executive Director



Jennifer Tucker-Tatlow, MSW
Director



BHETA



BHETA (*Behavioral Health Education and Training Academy*), under a Mental Health Services Act contract with the County of San Diego Behavioral Health Services, coordinates classes, conferences, and training; provides curriculum and trainer development; develops eLearning courses; and offers consultation, research, and staffing needs assessment in the area of mental health and substance abuse. BHETA provides the County of San Diego Behavioral Health System with staff development services that increase competency in health integration, culture, co-occurring disorders, and the provision of resilience, family focused, and recovery based services, and provides peer education groups for people new to recovery.

TRAINING

- ***Delivery:*** Overall, 39 different classes were offered, twenty of which were new. A total of 734 training hours were provided to County of San Diego Behavioral Health System County and contracted staff. BHETA held a conference, *Girls, Reducing Risk Factors and Empowering Success*, that focused on opportunities to empower the success of girls and young women through an examination of barriers, local resources and creative solutions. In addition, nine training series were delivered: *CADRE, Introduction to Geriatric Mental Health, Social Skills Training, Cognitive Behavioral Therapy, Roadmap to Recovery Facilitator Training, Solution Focused Behavioral Treatment, Training to Increase Engagement Skills, Trauma Focused-Cognitive Behavioral Therapy, and Advanced Geriatric Mental Health Training*. In total, training was delivered to 3,128 trainees. A total of 511 Roadmap to Recovery Education groups were held throughout San Diego County in outpatient clinics and club houses for people living with mental illness. 2,286 people attended R2R groups with 946 unique participants. The Cultural Competency Academy (CCA) completed its second year, repeating the African American and Latino cultural focus. The first CCA cohort graduated 39 participants.
- ***Curriculum Development:*** Curriculum development was focused on eLearning. Eight eLearnings were created: *Drug Trends in the County of San Diego, Recovery and Resiliency Focused Services, Introduction of Children Youth and Families Behavioral Services, Behavioral Health Services Overview, Introduction to Eye Movement Desensitization and Reprocessing, Introduction to Dialectical Behavioral Therapy, Introduction to Cognitive Behavioral Therapy, and Stages of Change*. BHETA developed techniques to increase series completion rates.

KEY PRIORITIES FOR THE FUTURE

BHETA will continue to improve Transfer of Learning while increasing retention in training series. The focus will be on engaging and providing supervisors with support to help their staff transfer knowledge and skills learned during training to changes in practice. BHETA is also exploring the use of mobile learning methodologies to augment existing training series and to support increased application of knowledge in the field.



LIA



LIA (*Leaders in Action*) is an executive development program tailored to meet the leadership needs of the Southern Area Consortium of Human Services (SACHS). LIA incorporates evidence-based professional development techniques in the curricula to prepare tomorrow's leaders to meet the challenges of the human services field. In the nine years LIA has been delivered, there have been 242 graduates from the eight SACHS counties. This cohort of executives/managers now has a cumulative impact on the Southern Region human services agencies. While there have been numerous promotions within this cohort, the most notable outcome has been each graduate returning to their agency bringing added value to their organization.

TRAINING

- *Delivery:* Delivered 15 days of training, including LIA training for a cohort of 26 participants and orientation for their supervisors, and advanced training for 23 prior LIA graduates.
- *Development:* Continued refinement of executive development training which supports SACHS Counties' succession plan for developing executive-ready staff. Curriculum enhancements included adding eLearning and live webinar sessions for *Coaching for Executives*.
- *Research and Evaluation:* Continued to utilize Transfer of Learning tools for executive development, including monthly transfer of learning communication with trainee supervisors. Conducted multi-year evaluation of the LIA program and its impact on counties and participants.

TECHNICAL ASSISTANCE

- *Consultation:* Provided five individual executive coaching meetings to each participant to facilitate the *360 Degree Assessment* results and *Individual Development Plans*.



MASTER



MASTER (*Multi-disciplinary Adult Services Training & Evaluation for Results*) develops and delivers competency-based multi-disciplinary training to Adult Protective Services (APS) staff and their partners. Funded by grants from the U.S. Department of Justice, the California Department of Social Services, and the Archstone Foundation, MASTER's overarching goal is the professionalization of APS staff to ensure vulnerable adults and seniors receive high quality, effective interventions.

TRAINING

- ***Development & Delivery:*** Developed an *APS Field Guide* to enable APS supervisors to provide comprehensive core training to their workers in a one-on-one format. Converted two core competency in-person trainings into eLearning trainings. Delivered nine days of statewide *Creating Safe Spaces for Lesbian, Gay, Bisexual and Transgender Seniors* advanced training to approximately 511 trainees. Developed one ***Spectrum of Learning*** course, *APS Case Documentation and Report Writing*. Delivered *California Framework for Determining Dependent Adult Status* to 307 trainees. Developed an eLearning on the revised SOC 242 form. Developed three APS supervisor courses and two In-Home Supportive Services (IHSS) supervisor trainings. Delivered 6 webinars in partnership with national partners.

TECHNICAL ASSISTANCE

- ***Consultation:*** Provided Board representation to the National Adult Protective Services Association (NAPSA) and to the National Committee for the Prevention of Elder Abuse (NCPEA); chaired numerous committees including: the NAPSA Training Certification Subcommittee, the Statewide Adult Services Workforce Development Planning Group, and the APS eLearning Committee; provided consultation to the Public Authority/Public Guardian/Public Conservator Association's Committee on their core competencies; provided monthly updates and technical assistance to the County Welfare Directors Association (CWDA)'s Adult Services and Protective Services Operations Committees, represented the California Elder Justice Coalition, presented at the NAPSA Conference, California Social Work Education Center's Aging Initiative, and to Oklahoma APS Supervisors; and provided a monthly Trainer's Forum call.



KEY PRIORITIES FOR THE FUTURE

Due to a change from a statewide to a region-focused grant format, MASTER will be developing and delivering regionally planned training series for the California Department of Social Services. We plan to expand our work with the National Adult Protective Services Training Partnership to convert more in-person training modules into an eLearning or blended format. In

addition, MASTER has received a grant from the New York Community Trust to explore the viability of developing a National APS Certification process.

PCWTA



PCWTA (*Public Child Welfare Training Academy*) is one of five Title IV-E funded regional training academies in the State of California. PCWTA works in partnership with the five counties of the Southern Region (Imperial, Orange, Riverside, San Bernardino, and San Diego), the California Social Work Education Center (CalSWEC), and the California Department of Social Services (CDSS) to develop and deliver culturally relevant, practice-based curricula.

TRAINING

- *Delivery:* Three hundred and ninety (390) days of training including Lineworker Cores, Supervisor Core, Manager Core, and 126 advanced trainings were delivered. Seventy-three (73) coaching days were delivered in three counties. A total of 7,365 trainees, including social workers, supervisors, and managers were trained utilizing classroom, coaching, and eLearning modalities.
- *Curriculum Development:* PCWTA is working closely with counties to support practice implementation of Safety Organized Practice in two counties. Curriculum on legal writing, visitation, placement stability, and After 18 (AB 12) were developed and delivered. Curricula on domestic violence, human trafficking, working with military families, transition-aged youth, and bullying were also developed and delivered.
- *Training Evaluation:* Training evaluation scores were consistently high in the past year. APPLI 33, a research-based tool that assesses a training's potential for Transfer of Learning, was used throughout the year. For Core trainings the average APPLI score was 4.42 on a 5 point scale. For all advanced trainings, the APPLI score was 4.13. Trainee satisfaction was also very high with Core trainings averaging a 4.6 on training satisfaction and a 4.67 on trainer satisfaction with advanced trainings averaging a 4.44 training satisfaction and a 4.62 on trainer satisfaction.
- *eLearning:* The number of eLearning participants reached 2,338 for the year – a 37 percent increase over last year. Thirty-two (32) different course topics were taken throughout the year and three Core classes were converted to eLearning format.
- *Technology:* This year PCWTA expanded transfer of learning opportunities to mobile learning applications. Eight tools were developed that can be accessed via mobile devices. The use of computer tablets, *Spectrum of Learning*, recorded webinars, and other technology is helping to promote Transfer of Learning.

KEY PRIORITIES FOR THE FUTURE

PCWTA is focusing on leading and facilitating the statewide changes and redesign of Standardized Common Core Curriculum and practice model development. This focus includes leadership engagement and development, psychotropic medications reform, continuum of care reform, and cross collaboration between behavioral health and child welfare.



SACHS



SACHS (*Southern Area Consortium of Human Services*) is a partnership between Southern California Directors of County Human Service Agencies and Schools of Social Work. SACHS is funded by the Southern Counties Human Service Agencies of Imperial, Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, and Ventura. SACHS partners also include the Schools of Social Work Directors from San Diego State University and CSU San Bernardino. SACHS provides a forum for directors to address strategic issues facing public human services via strategy discussions, research, policy development, executive development, and succession planning.

Issues discussed this fiscal year included:

- Health Care Reform—Implementation challenges; structure of new health care exchanges.
- In-Home Supportive Services (IHSS)— Data/characteristics of IHSS clients and providers.
- Child Welfare Services—Discussion of implementation plans for Katie A.; After 18 (AB 12) gaps in services.
- Workplace Efficiencies—Discussion of various teleworking models and effective utilization of technology.
- CalWORKs—Counties shared implementation plans for new program requirements.
- Coordinated Care Initiative—Shared SACHS pilot counties' implementation process.

TECHNICAL ASSISTANCE

- Coordination of Research Objectives: shared SACHS research products with California consortia and committees statewide.

RESEARCH/ EVALUATION

- Consultation: Quarterly consultation for SACHS Directors including a Leaders' Circle discussion, reports from the California Department of Social Services and Department of Health Care Services, and literature reviews.
- Research/Literature Reviews: *Leaders In Action Evaluation Report* (Year 9); *Child Welfare Risk Assessment Tools*; *Teleworking in Human Services*; *In-Home Support Services: Descriptive Data Report*.



SERVE



SERVE (*Indigenous Social Workers for Change Recruitment of Native American/Alaska Natives to Become Social Workers*) supports the recruitment, retention and graduation of Native American and Alaska Native social workers in California. Funded in part by The California Wellness Foundation (TCWF) under their priority for *Increasing Diversity in the Health Professions*, the project works with students, Tribes, tribal organizations and schools of social work to recruit and support Native American and Alaska Natives interested in giving back to their communities as social workers.

The ultimate goal is to improve the health and lives of Native people in Southern California. In the past year, project staff have provided direct support to Native students; facilitated discussions between Tribes and Southern California universities on issues related to recruitment, retention and community needs; conducted training for faculty at Southern California schools of social work that supports cultural responsiveness; and participated/facilitated multiple community forums, conferences and meetings on issues related to higher education and Native students.

The project is being run in coordination with funding received by San Diego State University School of Social Work from the California Social Work Education Center (CalSWEC) American Indian Recruitment Program (now also called SERVE), which focuses on recruiting Native American students into the Title IV-E program that supports degree bound social work students interested in public child welfare. Efforts next year will include a statewide effort to initiate the development of decolonizing curriculum for California schools of social work.



Tribal STAR



Tribal STAR provides a comprehensive, competency-based, interdisciplinary training program that incorporates current research, best practices, and technical assistance to communities working to build collaborative partnerships to improve outcomes for Tribal foster youth and their families.

TRAINING

- *Delivery:* Delivered 15 days of training to 565 participants.
- *Community Education Forums:* Illuminated local promising practices through the presentation of “Champion Awards.”
- *ICWA Best Practice Forum for Judges:* In collaboration with the Administrative Office of the Courts, National Council of Juvenile and Family Court Judges, and the National Resource Center for Tribes, a meeting was held to share strategies to support the Indian Child Welfare Act (ICWA) compliance.
- *Conference Presentations:* Provided Keynote Address at 20th Annual ICWA Conference at Pechanga Reservation in Temecula, CA.

TECHNICAL ASSISTANCE

- *Consultation:* Participated in multiple local and statewide meetings/events/initiatives as well as participated in the Statewide ICWA Workgroup; the 7th Generation Tribal STAR collaborative workgroup; and served on the Advisory Board, the Executive Advisory Board, and as senior consultants for the National Resource Center for Tribes; served on a national committee in a collaborative effort to develop a standardized ICWA Training for judges; served on the national committee to develop policy on the use of psychotropic drugs for Tribal foster youth. Produced and distributed our bi-monthly e-newsletter, *Drumbeats*, to more than 1,000 recipients.



ACADEMY FOR PROFESSIONAL EXCELLENCE

The Academy for Professional Excellence, a project of San Diego State University School of Social Work, was established in 1996 to support the health and human service community by providing a full range of organization development services including:

- Training (classroom, online, and field-based)
- Leadership Development
- Curriculum Development
- Training Evaluation
- Strategic Planning
- Capacity Building
- Needs Assessments
- Facilitation
- Research

MISSION

To provide quality training and organizational support to the health and human services community.

VISION

To inspire, nurture, and support those dedicated to improving the quality of life in our communities.

CORE VALUES

- Professionalism & Accountability
- Collaboration
- Innovation & Flexibility
- Integrity
- Diversity



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